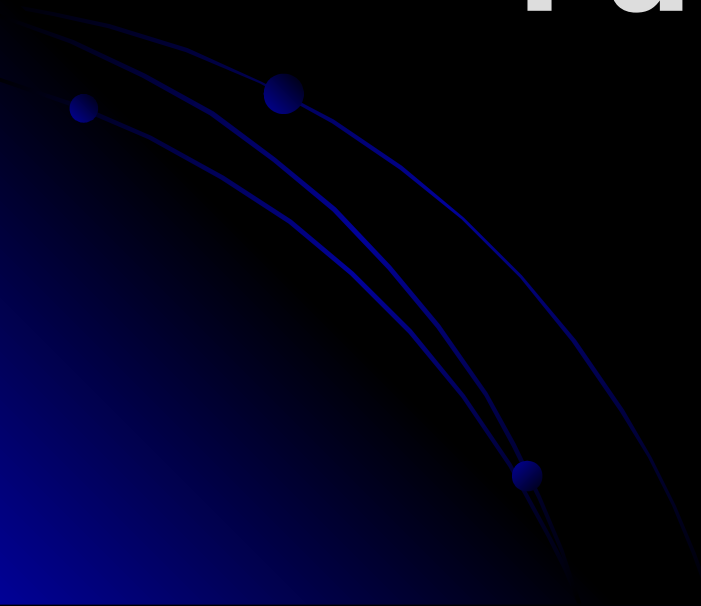

How To: A Process for Successful Partnerships

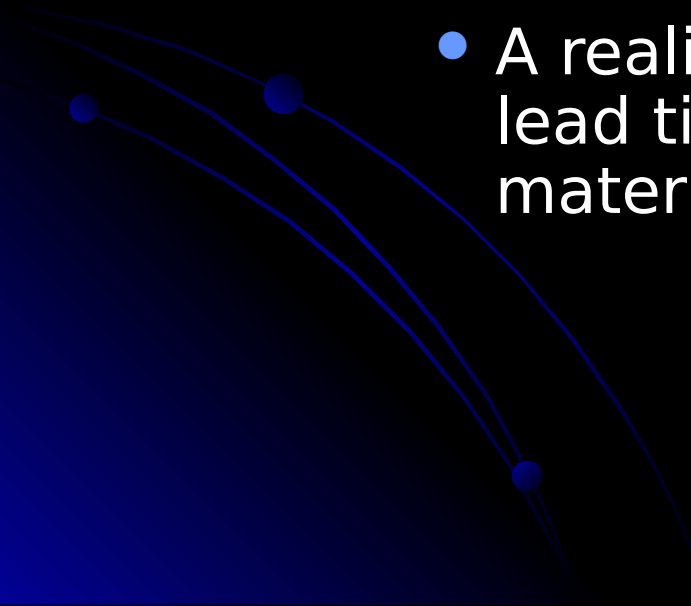


Partnership

Definition

- **A partnership IS:**
 - A written agreement between the parties.
 - Mutual interest in, mutual benefits from, or mutually desired goals of a common objective related to the mission of the agency.
 - Appropriate legal authority.
- 

Partnership Definition

- **A partnership IS:**
 - Consistency with agency plans, policies and priorities.
 - Of evident public benefit.
 - A realistic timeframe with sufficient lead time to acquire funding, materials and necessary approvals.
- 

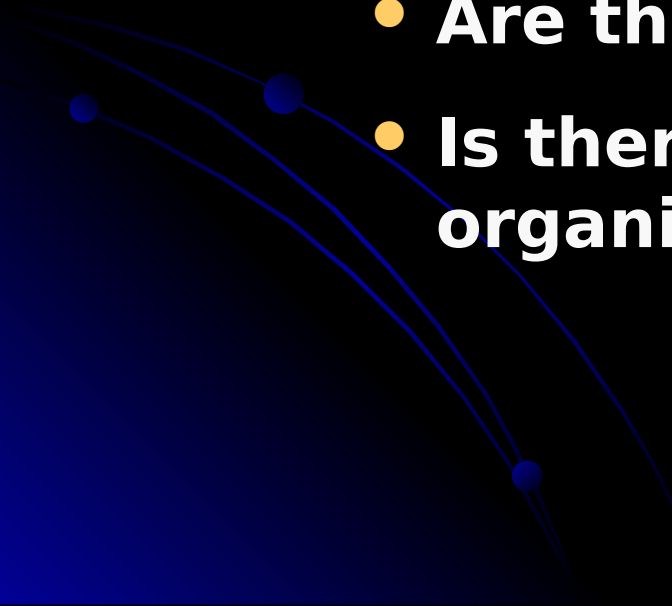
Partnership Definition

- **A partnership is NOT:**
 - Conflict of interest or appearance of conflict of interest or preferential treatment of one entity over another.
 - Endorsement of commercial products, services or entities.
- 

Partnership Definition

- **A partnership is NOT:**
 - Circumvention of applicable legal requirements in areas such as:
 - procurement
 - personnel or labor laws
 - printing, publishing or audiovisual production
 - issuance of special use permits
 - Marketing or promotion of partners in any way, except for recognition of the contribution.
- 

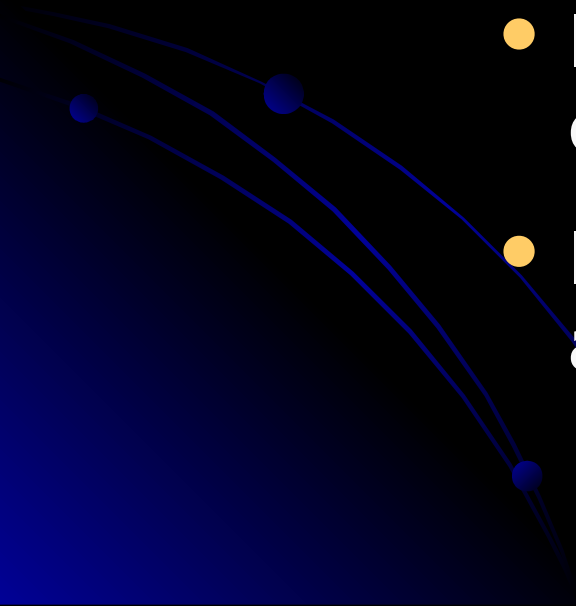
Evaluate the Proposed Work

- Is it consistent with approved plans?
 - Is it a high priority?
 - Is a partnership the best way?
 - Are there legal or policy issues?
 - Is there buy-in from your organization?
- 

Establish Common Understanding

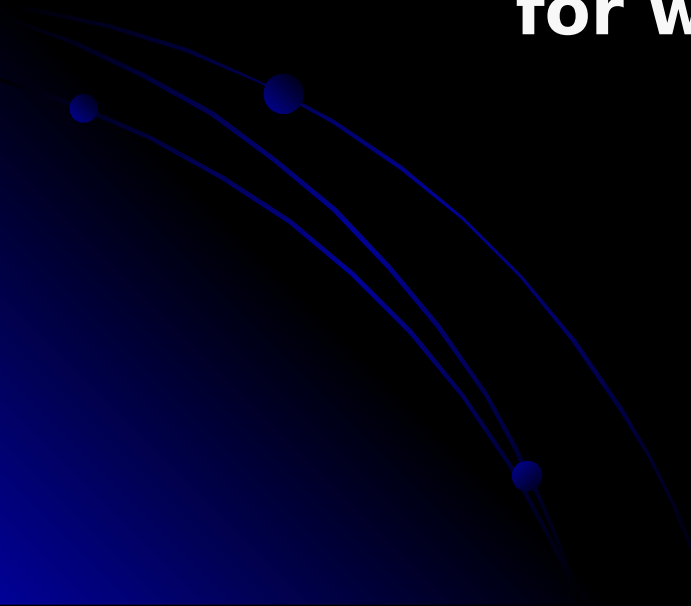
- **Are the right people at the table?**
 - **Identify key issues and how to address them.**
 - **Define organization requirements and constraints for each partner.**
- 

Establish Common Understanding

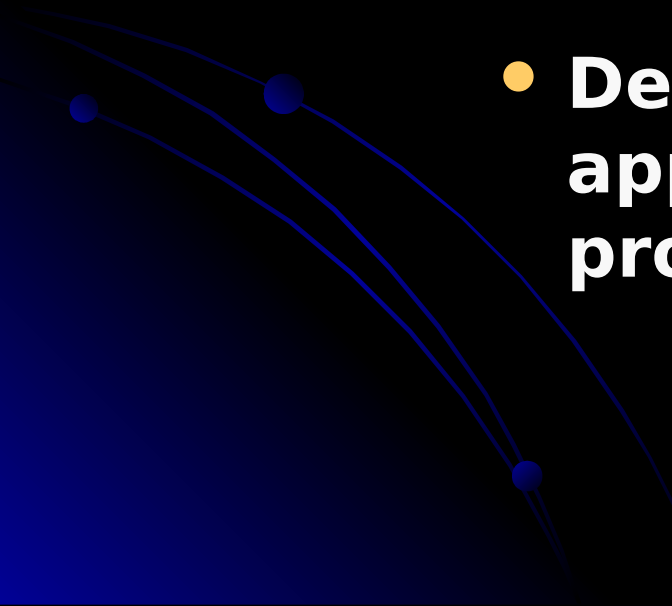
- **Evaluate partner's skills related to the proposed work.**
 - **List outcomes each partner needs.**
 - **Identify which desired outcomes are shared.**
 - **Identify what each partner will actually invest.**
- 

Partnership Work Plan

- **Reach consensus on each partner's responsibilities**
- **Define primary tasks and products**
- **Identify timeframe and milestones for work**



Partnership Work Plan

- **Assign completion dates and who is responsible**
 - **Identify potential obstacles and strategies to minimize them**
 - **Define each partner's review, approval and decision making processes**
- 

Negotiating and Drafting the

Agreement

- Research best model for existing agreements
- Use clear language that is readily understood and followed
- Prepare electronic first draft for review
- After reaching consensus on draft, get review and approval by all parties

Managing Agreements and the Work

- Assign staff liaisons for monitoring and evaluating**
- Obtain full support of the signers and top level management**
- Most partnerships are 3-5+ years requiring incremental timetables and measures**
- It is important to be realistic and adjust when appropriate**

Success Factors

- **Building a Foundation for Partnerships**
 - **Establishing Common Ground**
 - **Sustaining Partnerships**
 - **Celebrating Success and Measuring Progress**
- 

Success Factors

- **Building a Foundation for Partnerships**
 - Ensure good communication
 - Maintain an environment of trust
 - Leave your ego and control at the door
 - Be courteous and diplomatic
 - Respect the right to disagree:
Act on consensus

Communication, Understanding and Trust

Success Factors

- **Establishing Common Ground**
 - Focus on the important needs
 - Adopt a shared vision
 - Understand each partner's mission and organizational culture
 - Utilize the strengths of each partner

Shared Vision, Clear Goals and Knowledge of Partner Strengths and Limitations

Success Factors

- **Sustaining Partnerships**
 - Negotiate a formal agreement
 - Ensure that the partnership is owned by the whole organization
 - Find ways through the red tape
 - Build step by step



***Evolution, Ownership and
Financing***

Success Factors

- **Sustaining Partnerships**
 - Diversify your funding sources
 - Constantly seek out the best practice
 - Honor your commitments
 - Network and build relationships



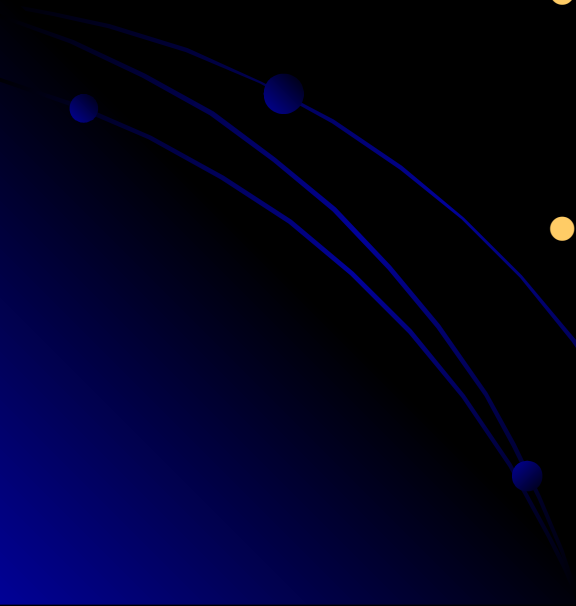
***Evolution, Ownership and
Financing***

Success Factors

- **Celebrating Success and Measuring Progress**
 - Make partnerships a win-win
 - Strive for excellence
 - Celebrate success
 - Put in place mechanisms to re-enforce the partnership

Rewards, Recognition and Indicators of Success

Transition Memo

- **Intended to focus on establishing and maintaining community relationships associated with ongoing partnerships and collaborative work.**
 - **Is not intended to be a comprehensive list of activities and/or projects.**
 - **Partnership and collaborative efforts that have formal agreements in place should be referenced with a brief description of the activity to date.**
- 

Transition Memo

- **Describe the current partnership and collaborative efforts underway at your project.**
- **Commitments or schedules associated with current partnership and collaborative efforts.**
- **Current working agreements or procedures.**
- **Strategy for meeting and getting to know your community.**